

# Office of Aerospace Medicine



## FY2005 Performance and Business Plan

## **Office of Aerospace Medicine FY2005 Performance and Business Plan**

I am pleased to present the Office of Aerospace Medicine (AAM) FY 2005 Performance and Business Plan. The plan is divided into two sections. The Performance section provides fundamental information about our office and programs, including many of our key program descriptions and program targets for FY 2005. The second section presents our strategic goals for this fiscal year and a description of how they are linked to Department of Transportation (DOT) and Federal Aviation Administration (FAA) Safety Goals, the FAA Flight Plan, 2005 – 2009 and the AVS Business Plan for FY 2005. The goals of this office are:

- Safety,
- Organizational Excellence,
- International Leadership, and
- Capacity.

For the first three goal areas above, AAMs FY05 initiatives are further divided into activities that are either included in the FAA Flight Plan or those activities that are the core business of AAM.

AAM is committed to achieving the goals outlined in this plan, the FAA Flight Plan and the AVS Business Plan. One of the primary objectives of this plan is continual organizational improvement. We will measure our success in accomplishing FY 2005 Business Plan targets by assessing the extent to which planned objectives are accomplished and customer requirements are met.

Initiatives in this plan are linked to each employee's performance plan to provide an understanding of how the work they accomplish on a day-to-day basis supports the goals of AAM, AVS and the FAA.

Jon L. Jordan, M.D.  
Federal Air Surgeon

**Office of Aerospace Medicine  
FY2005 Performance and Business Plan**

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## **Office of Aerospace Medicine FY2005 Performance and Business Plans**

### **Introduction**

FAA provides oversight of the largest and most complex aviation system in the world with a safety record that is second to none. FAA not only establishes the regulatory and operational standard for the United States, we effectively set the bar for aviation safety around the world - and have for decades. As a part of the Office of the Associate Administrator for Aviation Safety, the Office of Aerospace Medicine (AAM) supports each of the FAA Flight Plan 2005-2009 primary goals with a variety of medical initiatives.

For AAM, two program areas are readily visible in support of FAA's safety goals. These include the airman medical certification program, and the alcohol and drug abatement programs. The medical certification system insures compliance of airmen with our medical qualification standards. The drug and alcohol abatement programs insure compliance with aviation industry drug and alcohol testing requirements and FAA's own system for testing of agency safety and security-sensitive personnel.

AAM provides education and training of Aviation Medicine Examiners who form the "grass roots" support for our medical certification system. AAM also provides safety training to airmen and contributes to our global leadership in aerospace medicine through educational initiatives conducted in many parts of the world.

Our occupational health program, not only supports the health and safety needs of all FAA employees, thereby contributing to organizational excellence, but also the safety goals by insuring that FAA's air traffic controllers meet medical qualification criteria. Because it is designed to promote the health and extend the careers of controllers, this program also supports FAA's capacity goals by helping to insure a stable controller workforce.

AAM's research program supports each of the elements of the FAA Flight Plan, from safety to capacity, international leadership, and organizational excellence. This is demonstrated by sophisticated research initiatives related to aircraft accident causation, air traffic controller and pilot performance, and aircraft occupant protection and survival.

Now, at the beginning of the 21<sup>st</sup> century, aviation finds itself with significant challenges - the threat of terrorism, significant structural change within the industry, and a weak global economy. Like all other elements of the FAA, AAM finds itself facing significant new challenges. We are confronted with the challenges of supporting a reduction in an already low commercial accident rate, supporting an air traffic control system capable of efficiently meeting future demands, and modernizing our own organization. This business plan identifies areas of focus that will enable AAM to meet these challenges.

## Office of Aerospace Medicine

**VISION:** Global leadership in aerospace medicine.

**MISSION:** Enhance aerospace safety through surveillance, research, education, medical standards, and prevention of illness and injury.

### **GOALS:**

***Safety:*** Enhance aerospace safety through surveillance, research, education, medical standards and prevention of illness and injury.

***Organizational Excellence:*** Develop people, manage for results, and provide efficient and effective services.

***International Leadership:*** Improve the level of global aerospace safety and health by promoting international relationships, harmonizing medical standards, coordinating research, and sharing knowledge.

***Capacity:*** Achieve the highest level of customer satisfaction by valuing our customer and providing services in the most effective and efficient manner.

### **VALUES:**

***Safety*** is our passion. We are world leaders in aviation safety.

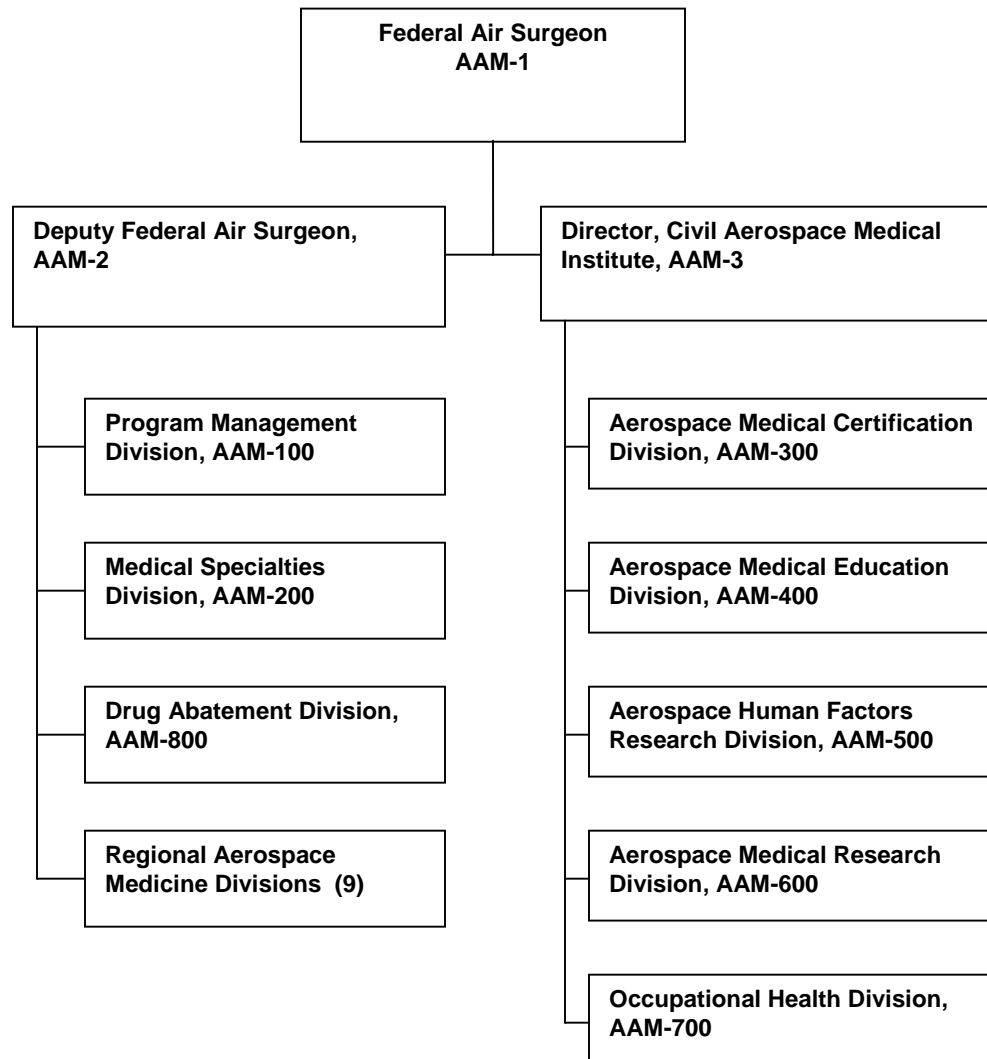
***Quality*** is our trademark. We serve our customers, our country, and each other.

***Integrity*** is our character. We do the right thing, even if no one is looking.

***People*** are our strength. We treat each other as we want to be treated.

## Office of Aerospace Medicine – FY2005 Performance Plan

### Organization Chart



## Office of Aerospace Medicine – FY2005 Performance Plan

### **Program Budget**

The Office of Aerospace Medicine has seven mutually supportive programs. They are:

- Airman Medical Certification,
- Occupational Health (includes medical clearance of Air Traffic Control Specialists and the FAA employee Health Awareness Program),
- Industry Drug Abatement,
- Aviation Medical Examiner (AME) Program,
- Aerospace Medicine Education,
- Employee Substance Abuse, and
- Aerospace Medical and Human Factors Research.

The FY-04 and FY-05 budget and staffing for AAM programs and activities are shown in the tables below.

### **Operations Appropriation**

<b>Program</b>	<b>Actual FY-04</b>	<b>Estimate FY-05</b>	<b>Staffing FTE FY-05</b>
Airman Medical Certification	\$11,772,600	\$11,900,000	126
Industry Drug Abatement	\$7,401,100	\$7,600,000	64
Occupational Health	\$7,349,600	\$7,650,000	55
Airman Medical Examiner	\$1,426,100	\$1,500,000	19
Education	\$1,713,100	\$1,767,000	12
Internal Substance Abuse	\$3,695,300	\$3,800,000	15
Management and Administration	\$5,762,600	\$5,950,000	40
Other	\$499,600	\$375,000	3
<b>Total</b>	<b>\$39,620,000</b>	<b>\$40,542,000</b>	<b>334</b>

### **Research, Engineering & Development Appropriation**

<b>Program</b>	<b>Actual FY-04</b>	<b>Estimate FY-05</b>	<b>Staffing FTE FY-05</b>
Air Traffic Control/Airway Facilities Human Factors	\$3,492,000	\$3,594,000	24
Flight Deck/Maintenance System Integration Human Factors	\$2,150,000	\$2,133,000	12
Aeromedical Research	\$8,829,600	\$10,160,000	50
<b>Total</b>	<b>\$14,471,600</b>	<b>\$15,887,000</b>	<b>86</b>

### Facilities & Equipment Appropriation

<b>Program</b>	<b>Actual FY-04</b>	<b>Estimate FY-05</b>	<b>Staffing FTE FY-05</b>
Airliner Cabin Air Quality	\$8,500,000	\$0	0



## **Office of Aerospace Medicine – FY2005 Performance Plan**

### **Products, Services and Customers**

The following table delineates the services the Office of Aerospace Medicine provides and the customers to whom those services are provided, organized according to the four standard products that the office produces:

- Standards and Policies,
- Certification,
- Surveillance, and
- Mission Support.

## Office of Aerospace Medicine – FY2005 Performance Plan

<b>PRODUCTS</b>	<b>SERVICES</b>	<b>CUSTOMERS</b>
<b>Standards/Policies</b>	Rulemaking, Medical Guideline Letters, Directives, Advisory Circulars, Memorandums of Understanding	Pilots, Air Traffic Control Specialists, FAA management, aviation companies, FAA/DOT organizations, unions, Aviation Medical Examiners, flying public, international aviation authorities, other government agencies, and foreign governments
<b>Certification</b>	Designees	Aviation Medical Examiners
	Medical Clearance Examinations (initial)	Air Traffic Control Specialists, Air Traffic Management
	Medical Certification (initial)	Pilots, aviation companies
<b>Surveillance</b>	Inspections and Enforcement Actions	Aviation companies & their safety sensitive employees
	Medical Certification (recurring); special issuances	Pilots, aviation medical examiners (AME), aviation companies
	FAA Employee Drug and Alcohol Testing	FAA management, ATCS & other safety-sensitive positions, unions
	Occupational Health	FAA/DOT organizations, AMEs ATCS, FAA employees, unions, FAA employees
	Accident Investigation	NTSB, FAA/DOT organizations, foreign governments
	Audits and Evaluations	AMEs, ATCS, FAA employees, unions, other government agencies, foreign governments
<b>Mission Support</b>	Aerospace Medicine Education	FAA pilots, AMEs, FAA employees
	Clinics, Occupational Health, Health Awareness Activities	FAA employees, unions
	Research, Scientific and Technical Briefings, Publications	NTSB, flying public, interest groups, Congress, other government agencies, international aviation authorities, FAA/DOT organizations, educational institutions
	Management and Administration	AAM, AVS, FAA and DOT management and employees

## Office of Aerospace Medicine – FY2005 Performance Plan

### Primary Customer Base -AAM (General Public is our Ultimate Customer)

#### Air Operator Certificates: 6,447

121 Major Air Carriers – (e.g. United Airlines)  
2,456 Commuter Air Carriers/On Demand  
Air Taxis  
185 Commercial Operators (e.g. Baltimore  
Orioles)  
438 Foreign Air Carriers (e.g. Lufthansa)  
356 External Load (Logging/Oil Platform)  
2,340 Agricultural Operators  
551 Public Use Authorities (State/City/Police)

#### Air Agency Certificates: 5,862

550 Pilot Training Schools  
5,030 Repair Stations  
176 Maintenance Training Schools  
106 Pilot Training Centers

#### Aircraft: 319,549

7,705 Air Carrier Aircraft  
576 Commuter Air Carrier Aircraft  
12,504 On Demand Air Taxi Aircraft  
207,087 General Aviation Aircraft  
91, 677 Inactive Aircraft

#### Aviation Authorities – other countries

30 Bilateral Agreements  
105 Foreign Carrier Aviation Authorities  
188 Accident Investigation Authorities

#### Check Airmen: 7,592

5,590 Part 121  
201 Part 121/135  
1,801 Part 135

#### Designees: over 10,000

4,656 Aircraft Certification  
1,550 Flight Standards  
4,990 Aerospace Medicine

#### Mechanics with Inspection Authority:

19,638

#### Active Pilots: 749,834

144,758 ATP  
134,446 Commercial  
253,433 Private  
309 Recreational  
91,836 Student  
125,052 Foreign Pilot

#### Non-Pilot Air Personnel: 514,565

355,456 mechanics & repairmen  
73,532 ground instructors  
85,577 other (dispatchers/flight  
navigators/parachute riggers/flight  
engineers)

#### Flight Instructors: 89,396

#### Airmen Medical Examinations: 470,000

16,100 Special Issuances

#### Approved Manufacturers: 1,647

#### Aviation Industry Entities Covered by Anti-Drug & Alcohol Programs: 7,200

#### National Transportation Safety Board

75 Safety Recommendations (5 yr avg)  
30 Major Investigations (avg/yr)(new)

#### Aviation Industry Trade Organizations

#### ATCS Medical Clearance Exams: 20,347

17,598 Air Traffic Controller Workforce  
2,749 Flight Service Station Workforce

#### Occupational/Employee Health Services

48,853 FAA Employees

## Office of Aerospace Medicine – FY2005 Performance Plan

### Program Metrics

The following tables provide statistical details about some of the products and services that the Office of Aerospace Medicine provides for their customers. The tables provide historical data for the past fiscal year as well as projected program metrics for FY05 & FY06 for many of the major program activities of the office.

### Airmen Medical Certification

- FAA Medical Applicant Examinations

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
450,000	455,000	455,000

- Special Issuance Cases Processed (Includes Medical Appeals Initial, Recertification, Drug and Alcohol and General Review cases)

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
33,375	34,500	35,000

- Pilot Medical Applications Processed

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
360,000	365,000	365,000

### Designees – Aviation Medical Examiners (AMEs)

- Total AMEs approximately 5,000
- AMEs Designated

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
377	375	375

- AMEs Terminated

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
475	300	300

- AMEs and Staff Trained (Seminars and Computer Based Instruction.)

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
1811	1500	1500

### **Industry Drug Abatement**

- Inspections of Aviation Companies

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
1,220	982	1,140

- Letters of Correction Issued

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
955	764	887

- Letters of Investigation Issued

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
1,178	943	1,095

- Legal Enforcement Actions Developed

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
149	119	138

### **FAA Employee Substance Abuse**

- Specimens Collected and Tested

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
10,000	9,500	9,500

- Alcohol Tests Conducted

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
4,622	5,000	5,000

- Employees rehabilitated and returned to work (This data was provided by EAP)

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
19	74	76

### **Occupational Health**

- ATCS Medical Clearance Examinations

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
16,157	17,000	16,200

- ATCS Applicant Medical Clearance Examinations

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
572	575	575

- FAA Medical Certificate Applicant Examinations

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
785	775	775

- OSHA Mandated Medical Examinations

<b>FY2004</b>	<b>FY2005 (Est.)</b>	<b>FY2006 (Est.)</b>
1500	1500	1550

## Office of Aerospace Medicine – FY2005 Business Plan

### Goal #1

### SAFETY

**Enhance aerospace safety through surveillance, research, education, medical standards and prevention of illness and injury.**

The following safety initiatives are linked to the:

***DOT Safety Goal:** Enhance public health and safety by working toward the elimination of transportation-related deaths and injuries.*

***FAA Safety Goal:** Achieve the lowest possible accident rate and constantly improve safety.*

***AVS Safety Goal:** Enhance the level of safety in U.S. Civil aviation by instituting effective and efficient safety regulations and ensuring compliance with those regulations.*

### Commercial Aviation

#### Flight Plan Initiatives

- A. Description: Conduct surveillance and enforce regulations requiring aviation employers to have in place effective drug and alcohol testing programs that deter the illegal use of drugs and the inappropriate use of alcohol by industry employees in safety sensitive jobs. (AAM-800)

Target:

Random testing should result in no more than one percent (1%) positives for drugs and no more than one half of a percent (0.5%) for alcohol.

- B. Description: Complete data processing and prepare report describing the analysis of commercial aviation accidents (1990-2000) using the Human Factors Analysis and Classification System (HFACS). (AAM-500)

Target:

Complete a final report by August 2005.

#### Core Business Initiatives

- A. Description: Conduct all necessary surveillance and inspections and all necessary audits and evaluations to ensure that people, equipment, and organizations using the NAS meet minimum safety requirements. (AAM-200)

Target:

Conduct a program to accomplish all required medical clearance examinations for FAA personnel, such as Air Traffic Control Specialist and Pilots.

- B. Description: Enhance the effectiveness of the Internal Substance Abuse Program (ISAP). (AAM-200)

Targets:

1. Standardize the use of blitz testing, holiday, off-hour and weekend testing.
2. Increase on-site training sessions for supervisors and managers who serve as drug-and alcohol-testing Site Coordinators (SC) by 10 percent.

- C. Description: Internal Substance Abuse Program's Pre-employment Drug Testing. (AAM-200)

Target:

Develop a process and supportive guidance to ensure that Testing Designated Positions (TDP) employees who are on TDY assignment for 6 months or more are drug tested before return to safety-security related duties.

- D. Description: Internal Substance Abuse Program's Standard Operating Procedures. (AAM-200)

Target:

Develop and implement Standard Operating Procedures (SOPs) for regional ISAP's to ensure standardization; establish handbooks for regional Drug Program Coordinators; and Regional Flight Surgeons. After the development of the SOPs, an electronic system on the AAM intranet, which meets the standard requirements of 508C regulations, will be created.

- E. Description: Internal Substance Abuse Program's Brochure. (AAM-200)

Target:

Develop an ISAP brochure to be distributed to all FAA employees during new employees orientation, National Awareness Activities, Partnership Programs, informational booths, and seminars.

- F. Description: Internal Substance Abuse Program's Continual Partnership – Oversight of Headquarters Liaison with the Departmental Drug Office (DDO). (AAM-200)

Target:

Convene monthly meetings with the DDO staff to discuss and resolve outstanding issues, collaborating ideas and developing strategies for implementation improvements and resolution to management and union concerns.



G. Description: Improve the quality of the Medical Specialties Division. (AAM-200)

Targets:

1. Improve the effectiveness of the Medical Appeal process for airmen and air traffic controllers.
2. Ensure that FAA employees have clear and consistent guidance regarding Occupational Health issues.
3. Improve oversight and direction to clinical plans, policies, procedures and health awareness services.

H. Description: Improve the effectiveness of the Airman Medical Certification. (AAM-300)

Targets:

1. Identify specific AME performance indicators necessary to stratify medical certificate applications.
2. Identify and implement the computer programming changes to the Airman Medical Certification System that are required to support the implementation of the revised internal review process.
3. Establish a new performance baseline for the internal processing of all airman medical certificate applications.
4. Develop and provide appropriate training to all AAM personnel involved in the operation of the revised internal review process.
5. Identify appropriate indicators to evaluate and monitor the effectiveness and efficiency of the revised internal review process.

I. Description: Maintain a voluntary force of approximately 5,000 AMEs. (AAM-400)

Target:

Provide initial aviation medicine training to at least 150 new AMEs. 1,200 AMEs will receive mandatory refresher training. (Supports both Commercial and GA targets)

J. Description: CAMI conducts aeromedical lectures, presentations, demonstrations and exhibits to promote aeromedical safety in civil aviation operations in conjunction with the National Accidents Prevention Program. (AAM-400)

Targets:

1. Provide aeromedical safety training to at least 1,000 commercial pilots/flight crewmembers.
2. Conduct aeromedical lectures, presentations, demonstrations and/or exhibits in 10 airshows/wings weekend events across the country.
3. Distribute 75,000 copies of aeromedical safety publications. *(3/05 This target has been revised due to budget reductions. The new target is "Distribute 50,000 copies of the aeromedical safety publications.")*

K. Description: Validate air traffic control specialist selection tests. (AAM- 500)

Target:

Data collection, occurring at Ft. Rucker, AL; Keesler, AFB, MS; and Pensacola NAS, FL, will be completed and used to equate the two versions of AT-SAT by September 2005. Research will continue beyond FY05 to support the longitudinal validation of AT-SAT.

L. Description: Conduct research to optimize human safety, security and survivability in civilian aerospace operations. (AAM-600)

Targets:

1. Evaluate techniques for emergency aircraft evacuations with infants through type-III over-the-wing exits. Provide a draft report to sponsor in August 2005.
2. Poppy Seed consumption or Opiate use in fatal accidents: Develop an analytical technique to differentiate between Thebaine and 7 Opiate compounds in postmortem fluids and tissues using extraction GC/MS. Provide a draft report to sponsor in August 2005.
3. Modify CARI-6 to improve estimation of solar activity effects on galactic cosmic radiation during flight. Provide reference documentation to sponsor in September 2005.
4. Review in-flight medical incapacitation and impairment of U.S. Airline Pilots: 1993 to 1998.

M. Description: Coordinate research and development requirements. (AAM-500/600)

Target:

Work with other AVS office and service directors through the AVS RE&D management team to formulate, develop and prioritize AVS RE&D requirements.

N. Description: Aviation Safety research agenda. (AAM-500/600)

Target:

Implement the AVS research agenda through the Aviation Safety Program Planning Team, AVS RE&D management team and Office of Aviation Research Divisions.

O. Description: Improve the Regional Aviation Medical Divisions. (AAM Regions)

Targets:

1. Will continue to expeditiously clear ATC applicants and on-board ATC so that there is no degradation of the NAS.
2. Continue to monitor and appropriately designate AMEs in geographical areas where there is a need for this service to support the NAS.
3. Continue to support the OSHA program as implemented by the FAA, specifically to lessen potential safety hazards in the FAA workplace.

## *General Aviation*

### Flight Plan Initiatives

- A. Description: Continue research to identify human factors that may cause accidents and develop strategies, methods, and technologies that will reduce those accidents. (AAM -500)

Target:

1. Conduct a detailed human factors comparison for general aviation accidents occurring in Alaska with those occurring in the rest of the U.S., and provide a draft report to sponsors in July 2005.
2. Conduct a human factors analysis of accidents involving emergency medical services (EMS) aircraft, and provide a draft report and briefing to AVS sponsor in July 2005.

### Core Business Initiatives

- A. Description: Conduct aeromedical lectures, presentations, demonstrations and exhibits to promote aeromedical safety in civil aviation operations in conjunction with the National Accidents Prevention Program. (AAM-400)

Targets:

1. Provide aeromedical safety training to at least 2,200 general aviation pilots.
2. Conduct aeromedical lectures, presentations, demonstrations and/or exhibits in 10 airshows/wings weekend events across the country.
3. Distribute 75,000 copies of aeromedical safety publications.

- B. Description: Provide medical and human factors guidance regarding the development of certification requirements for UAV human operators. (AAM-500)

Target:

Provide a thorough review of the lessons learned by the military regarding human factors associated with UAVs, including gaps in the state of the R,E,&D efforts. Outcomes will be used to develop recommendations for future research efforts.

- C. Description: Conduct applied research into the human causal factors associated with fatal general aviation accidents and identify strategies and activities for possible intervention programs. (AAM-500)

Target:

Complete development and validation of the Human Factors Intervention Matrix (HFIX) for use by AVS. Provide a draft report to sponsor in September 2005.

## *Operational Errors*

### Flight Plan Initiatives

- A. Description: Conduct applied human factors research designed to improve our understanding of the individual, situational and organizational factors associated with the occurrence of operational errors (OEs). (AAM-500)

Targets:

1. Continue JANUS data gathering at terminal & en route facilities. Enhance core capabilities of web-based JANUS and begin evaluation test at selected facilities by the end of FY05.
2. Complete a review of the literature and strategies designed by air traffic facilities to reduce operational errors. Provide a draft report to sponsor in April 2005, and complete the final report NLT September 2005.

- B. Description: Expand analysis of airspace characteristics associated with en route OEs to determine if a model based on static sector characteristics can be improved by including dynamic sector and traffic data. (AAM-500)

Target:

Evaluate effectiveness of the complexity model using traffic data from Indianapolis Center. Provide a draft report to sponsor in August 2005.

## Goal #2

## ORGANIZATIONAL EXCELLENCE

### **Develop people, manage for results, and provide efficient and effective services.**

The following organizational excellence initiatives are linked to the:

***President's Management Agenda:*** Strategic management of human capital, improved financial performance, budget and performance integration.

***DOT Organizational Excellence Goal:*** Advance the Department's ability to manage for results and achieve the goals of the President's Management Agenda.

***FAA Organizational Excellence Goal:*** Ensure the success of the FAA's mission through stronger leadership, a better trained workforce, a closer eye on spending and improved decision-making based on reliable data.

### Flight Plan Initiatives

A. Description: Enhance the FAA Employee Attitude Survey (EAS) process. (AAM-500)

#### Targets:

1. Initiate procurement of web-based services to support large-scale surveys and to develop on-line data warehouse capability.
2. Develop the web-based FY05 Interim EAS survey and coordinate stakeholder review.
3. Administer the Interim EAS survey to a sample of FAA employees using the current web-based survey capability.
4. Analyze and report-out survey results to determine progress against Flight Plan performance target and impact of EAS 2003 Action Plans.
5. Develop lessons learned to inform FY06 EAS Census survey.

### Core Business Initiatives

A. Description: Demonstrate leadership and commitment to the agency's Model Work Environment goals by creating and maintaining a productive and hospitable workforce that mirror's the Nation's diversity. (AAM-100)

#### Targets:

1. Conduct focused recruitment to attract highly qualified women and minority candidates.
2. Participate in Special Emphasis Programs for Women and Minorities, i.e. Working-Life Transition Program, Presidential Management Intern program, and employment programs that target women and minorities.

3. Provide development opportunities, such as details and special assignments, for women and minority employees.

B. Description: Implement a Quality Management System in AAM. (AAM-100)

Targets:

1. Prepare, develop and document processes, organizational charts, and flow charts for all major programs. List all documents, record and forms used for all AAM programs by May 2005.
2. Identify and incorporate measurement requirements; establish control of quality documents and quality records; and schedule and conduct internal audits by August 2005.

C. Description: Strategies to improve training for the Psychiatric staff. (AAM-200)

Targets:

1. Develop and implement a strategy to recruit new psychiatric and addiction consultants, as well as to educate them with regards to aviation applications and to attempt to integrate some of their time in CAMI related and educational activities.
2. Develop strategies to enhance the number of trained independent medical sponsors we have for HIMS related activities.

D. Description: Advocate and express facts and ideas in a convincing manner, and negotiate with individuals and groups (internal and external) to build effective coalitions and communications in support of the AAM mission. (All of AAM)

Target:

Communicate with the aviation industry and pilots, domestically and internationally, through the rulemaking actions, special initiatives, educational programs and through attendance and participation in aviation industry meetings.

E. Description: Lead change, lead and develop people, build effective communications and customer focus. (All of AAM)

Target:

Utilize cross organizational and cross functional working groups and teams, drawing from HQ, regional divisions and CAMI, to effectively address aerospace medicine program strategic initiatives and issues.

F. Description: Utilize on-line survey delivery capability to conduct assessments of satisfaction of pilots with aeromedical certification services, provided on behalf of and by the FAA. (AAM-500)

Target:

Conduct a mixed-mode survey (i.e. mail invitation with internet address with option to request a paper survey) of a statistical sample of pilots with Class 1, 2 and 3 medical certificates (n-16,000) in FY-05. (Provided OMB approval is received in December 2004). Plans call for bi-annual survey administration in the future.

- G. Description: Employee Attitude Survey results indicate employees hold rewarding and recognizing performance as a critical area. (All of AAM)

Target:

Encourage AAM employees to professionally and effectively service our customers by utilizing the FAA and AAM awards programs to recognize superior employee performance.

- H. Description: Critically evaluate CAMI environmental, occupational, safety, and health (EOSH) and MMAC clinical medicine activities and develop strategies to improve effectiveness and efficiency. (AAM-700)

Target:

3. Identify and analyze costs, products, and services associated with CAMI EOSH and MMAC clinical activities by 3Q FY 2005.
4. Recommend short-term strategies and specific courses of action during 3Q FY 2005. Implement upon approval.
5. Recommend long-term strategies and specific courses of action during 4Q FY 2005 for future implementation.

### GOAL #3

### INTERNATIONAL LEADERSHIP

**Improve the level of global aerospace safety and health by promoting international relationships, harmonizing medical standards, coordinating research, and sharing knowledge.**

The following international leadership initiatives are linked to the:

***DOT Global Connectivity Strategic Goal:*** Facilitate a more efficient domestic and global transportation system that enables economic growth and development.

***FAA International Leadership Goal:*** Increase the safety and capacity in the global civil aerospace system in an environmentally sound manner.

***AVS Partnership Goal:*** Encourage U.S. preeminence in global civil aviation by fostering the world's highest level of safety in the U.S. aviation industry and by fostering international harmonization and cooperation.

### Core Business Initiatives

- A. Description: Support foreign requests for assistance in civil aviation medicine and aviation human factors, which help promote aviation safety by discussing FAA medical standards, policies, and procedures with professionals in foreign countries who are involved in the organization and development of their own civil aviation programs.

Targets:

1. Participate in at least eight international scientific events that facilitate the promotion of FAA medical standards, policies and procedures, and that promote communications with the aviation industry, aviation personnel and regulatory organizations.
2. Implement international collaborative efforts and partnerships with at least four foreign civil aviation authorities.